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ABSTRACT

Coalitions have been used successfully in the United States to tackle a number of seemingly intractable problems. For communities that want to reduce their underage drinking problem, putting together a broad-based coalition can bring substantial dividends. In this guide, readers will learn the steps that bring together a diverse group of people in pursuit of a common goal. A coalition checklist is included in the Appendix that provides a list of every conceivable organization that may have an interest or stake in the underage drinking issue. To assist communities in sustaining their underage drinking prevention coalition or organization, this booklet discusses ways to overcome obstacles and gives specific ideas on how to keep the effort going. In addition, the reader will learn how coalitions can support critical programs in the community including enforcement and education, thereby making the effort even more relevant to the key target groups. Finally, the booklet details ways to market the coalition and provides concrete examples of how the coalition can communicate with the public and its members. Samples are provided for an organizational brochure and a newsletter. (GCP)

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Community How To Guide On...

ED 474 116

COALITION BUILDING

NEEDS ASSESSMENT & STRATEGIC PLANNING

EVALUATION

PREVENTION & EDUCATION

ENFORCEMENT

PUBLIC POLICY

MEDIA RELATIONS

SELF SUFFICIENCY

RESOURCES

CG032271

Underage Drinking Prevention

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Community How To Guide On...

Community How To Guide On...COALITION BUILDING
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Community How To Guide On...COALITION BUILDING
EXECUTIVE SUMMARY

Cities, counties, and neighborhoods across America are confronting the problem of underage drinking and its consequences. The National Association of Governors' Highway Safety Representatives (NAGHSR) is a professional organization representing the chief highway safety officers from each state, the District of Columbia, and the U.S. territories. NAGHSR is committed to prevent and reduce illegal underage alcohol consumption and to curb the terrible toll underage drinking takes on our society.

As a result of their commitment to underage drinking issues and to assist cities, counties, and neighborhoods, NAGHSR, with financial assistance from the National Highway Traffic Safety Administration (NHTSA), developed a series of *"Community How To Guides."* These *"Community How To Guides"* address fundamental components of planning and implementing a comprehensive underage drinking prevention program. The Guides are designed to be brief, easy-to-read, and easy-to-use. Each guide contains a resource section to assist readers in obtaining additional and detailed information about the topics covered in that guide. The appendices include useful tools for each topic area that provide coalitions and organizations a jump-start in their planning and implementation activities.

Topics covered in the *"Community How To Guides"* include:

- Coalition Building
- Needs Assessment and Strategic Planning
- Evaluation
- Prevention and Education
- Underage Drinking Enforcement
- Public Policy Advocacy
- Media Relations
- Self-Sufficiency
- Resources

In addition to the *"Community How To Guides,"* NAGHSR also developed a *Case Study* of a model community underage drinking prevention program. This study is designed to give other communities which are considering starting an underage drinking prevention program or those that have an existing effort, some practical, real-world ideas and suggestions. The comprehensive approach, set forth in the "how to guides," has been applied in this community to great success.

The impetus for developing these guides came from the work NAGHSR has done in the area of underage drinking prevention for NHTSA and the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Based on their work in the underage drinking prevention arena, NAGHSR felt the comprehensive approach, first piloted in the Washington, D.C. area, could be of benefit to any community seeking to reduce underage drinking.

Community How To Guide On...COALITION BUILDING EXECUTIVE SUMMARY

Although these guides are targeted at the underage drinking issue, the basic process and information can be applied by any community-based organization striving to affect a social problem through changing community norms. These guides will also prove useful to Safe Communities, Students Against Destructive Decisions (SADD) chapters, Mothers Against Drunk Driving (MADD) organizations, police departments, and youth groups belonging to the National Organizations for Youth Safety (NOYS).

Violence prevention organizations may also find the information and tools helpful since the process to reduce incidents of youth violence is the same process detailed in these guides.

Contrary to conventional wisdom, underage drinking is not inevitable. It is preventable. These *"Community How To Guides"* are designed to help individuals or organizations to craft programs that will help the young people in their communities remain alcohol-free.

Community How To Guide On...COALITION BUILDING ACKNOWLEDGEMENTS

The production of the nine *"Community How To Guides"* on underage drinking prevention involved the efforts of a number of people who helped develop the ideas and suggestions for each publication and provided the time to review the draft materials.

The National Highway Traffic Safety Administration (NHTSA) wishes to thank Barbara Harsha, Executive Director, National Association of Governors' Highway Safety Representatives (NAGHSR) for her leadership in the development of the *"Community How To Guides"* and to Pam Beer of PMB Communications and Trina Leonard of Leonard Communications, the authors of the Guides. Special thanks to Nancy Rea, Executive Director of *Drawing the Line on Underage Alcohol Use* in Montgomery County, Maryland for her expertise and review.

Community How To Guide On...COALITION BUILDING
INTRODUCTION

For communities that want to reduce their underage drinking problem, putting together a broad-based coalition can bring substantial dividends.

Coalitions have been used successfully in the United States to tackle a number of seemingly intractable problems. For communities that want to reduce their underage drinking problem, putting together a broad-based coalition can bring substantial dividends. In this *"Community How To Guide on Coalition Building,"* readers will learn the steps that bring together a diverse group of people in pursuit of a common goal.

Effective coalitions, however, require an effective leader and this booklet details what will be needed from the individual who coordinates the effort either as a full- or part-time staff person. Once that individual has been identified, the group can move forward in recruiting the appropriate members of the community. A coalition checklist is included in the Appendix that provides a list of every conceivable organization that may have an interest or stake in the underage drinking issue. To make the process easier, the checklist asks individuals to rate the importance or each group as well as the likelihood of the group's involvement.

Establishing a coalition can sometimes be easier than maintaining it. To assist communities in sustaining their underage drinking prevention coalition or organization, this booklet discusses ways to overcome obstacles and gives specific ideas on how to keep the effort going. In addition, the reader will learn how coalitions can support critical programs in the community including enforcement and education, thereby making the effort even more relevant to the key target groups.

Finally, the booklet details ways to market the coalition and provides concrete examples of how the coalition can communicate with the public and its members. Samples are provided for an organizational brochure and a newsletter.

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Community How To Guide On...COALITION BUILDING

It is easy to cut one blade of grass, but if you bind many blades together into a sheaf, they are very difficult to cut through.

Margaret Mead said it best: "Never doubt that a small group of thoughtful, committed citizens can change the world: indeed it is the only thing that ever has."

A coalition is an alliance of individuals, groups, parties, or states that come together, join forces, or form partnerships usually for a specific or common purpose. Bringing people together in pursuit of a common goal is how a comprehensive underage drinking prevention program starts. Forming a coalition to deal with the problem of underage drinking is neither a new nor radical idea. The traffic safety community has been using coalitions to deal with the problems of impaired driving and occupant protection for decades.

Mothers Against Drunk Driving (MADD) is a good example of an effective coalition. MADD began with one enraged mother and expanded to become a group of ordinary people who helped change the way society views drunk driving. Before that time, many people did not think seriously about having "one for the road." It was a badge of honor to see how many drinks a person could consume and still drive. That is not the case today and citizen activist groups like MADD, RID (Remove Intoxicated Drivers) and SADD (Students Against Destructive Decisions) helped to make the difference. Impaired driving is now recognized as a crime and that is due to the coalitions who worked to change public perception, strengthen laws and increase enforcement.

Today, coalition organizers must think creatively when they organize an underage drinking prevention coalition. A broad-based coalition includes more than the traditional organizations that have a professional or personal interest in the issue such as youth, law enforcement, judges, prosecutors, educators and citizen activist groups.

Many other agencies, individuals and organizations also have a stake in underage drinking prevention and organizers should expand the circle of "friends." Effective coalitions include members from the faith community, the military, civic groups, the YMCA, media outlets, Emergency Medical Services personnel, hospitals, physicians, trauma units, health insurance companies, treatment centers, neighborhood groups, an industry wellness council, the United Way and others.

ADVANTAGES OF A COALITION

- ***The number of people who are involved***

A broad-based, grassroots coalition enhances credibility. One saying is especially appropriate for coalitions: "It is easy to cut one blade of grass, but if you bind many blades together into a sheaf, they are very difficult to cut through." The more widespread support a project can demonstrate, the more seriously the effort is perceived. When the project demonstrates both widespread support and active involvement, opinion leaders, the media and the public begin to take the effort seriously and pay attention.

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Any program can get stale and die out if it isn't re-energized with new people and new energy. A fresh perspective on the project's issue may be just what it is needed to get things moving again.

- ***Implementation of varied activities and programs***

Diverse participants provide diverse skills as well as access to important target populations, i.e., youth, the media, business, policymakers and others. Each coalition member or member organization can contribute their particular expertise or resources to facilitate activities by other members or by the coalition as a whole. They can help organize alcohol-free activities for youth, assist with training, recruit new members or volunteers, hand out flyers, or conduct a market survey. By working together, members often find they solve mutual problems. A representative from a local parent organization, for instance, may be able to provide parent support to plan, organize and implement an alcohol- and drug-free after prom or graduation party. By pooling resources, coalition members multiply opportunities.

- ***Networking opportunities***

Many groups or individuals get involved in coalitions because they want to meet other professionals for business or personal reasons. By their very nature, coalitions offer great networking opportunities. Effective networking also means coalition members can identify organizations that can fill a specific need, answer a question, facilitate an introduction or help to secure funds.

- ***New ideas and energy to existing programs***

Any program can get stale and die out if it isn't re-energized with new people and new energy. A fresh perspective on the project's issue may be just what it is needed to get things moving again. Substance abuse prevention organizations, for instance, may require the shot in the arm that a broad-based program to prevent underage drinking can provide.

- ***Good source of information and feedback***

If a community wants to change behavior or attitudes, it is important to know what is going on in that community. One person, or even a small staff, cannot know everything that is relevant to their issue, including information about related programs and potential funding. A grassroots coalition can be the eyes and ears and provide important intelligence information. A wise coalition coordinator will solicit and coalesce the information available from individual members.

One good use of this information and feedback is in the completion of a thorough needs assessment on the nature and extent of underage drinking in the community. (See *Community How To Guide on Needs Assessments and Strategic Planning.*) Members of the coalition from traffic safety, law enforcement, the medical community, the schools and local government can each provide information about their area of expertise and make it faster and easier to complete this vital task.

- ***Publicity for the program***

A coalition's members should be ambassadors for the program, thus broadening the reach of its message and increasing the project's

exposure. This is particularly important for a community-wide problem such as underage drinking. A coalition may want to provide a sample article to coalition members whose organizations have a newsletter or other publication and request that they publish it.

- ***A distribution network***

One of the challenges in implementing public information and education campaigns is distributing materials in the community. Most groups lack resources and staff to disseminate large amounts of information. Materials may be beautifully produced, but if they are unseen, they are valueless. Through their jobs and neighborhood connections, coalition members can serve as an effective network for dissemination.

- Employers can establish and implement company policies in support of a program. As a viable part of the community, employers can participate in community outreach efforts.
- Public health departments and clinics have access to various target populations such as immunizations clinics, which can be linked to an underage drinking prevention effort. They also have data.
- Large employers such as hospitals, manufacturers, and retail chains can distribute information such as paycheck stuffers, hold brown-bag lunches, display posters at the job site and include materials in wellness programs.
- Civic associations, service clubs (Rotary, Kiwanis, Junior League, etc.), and chambers of commerce can be extremely helpful to a coalition. They can spread information in their newsletters, and provide the coalition with an opportunity to share their message with members.

Through their jobs and neighborhood connections, coalition members can serve as an effective network for dissemination.

HOW TO FORM A COALITION

Forming a coalition sounds easy, but proper planning and knowledge can avoid problems in the future. Following are some suggested steps to follow in putting together a coalition.

1. Search the landscape

Before starting a coalition, determine whether similar organizations are already in existence in your community. For instance, the community may consider itself a Safe Community whose members may be the same as those sought for the underage drinking prevention effort. There are also many other foundation-funded coalitions in communities across the nation whose issues may focus on a variety of health-related activities. While they may not deal specifically with underage drinking, they may likely have common messages and objectives. Ask yourself these questions before you proceed:

- Should your coalition become part of an existing coalition?
- What are the advantages and disadvantages of becoming part of an existing group?
- Should the coalition operate separately and coordinate information, programs and activities with existing organizations?

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Sometimes coalitions can attain visibility and recruit members more quickly if they have a powerful "champion."

2. Brainstorm ideas on potential participants

Ask three or four other individuals who are affiliated with the current organization or who are well connected in the community to participate in a brainstorming session. Consider inviting representatives from the target population to also participate. This session is designed to solicit names of individuals to contact. Who are the community's key leaders? Who are the obvious stakeholders in the issue? Whose participation will be critical to the success of the effort? Are diverse populations of the community represented?

Sometimes coalitions can attain visibility and recruit members more quickly if they have a powerful "champion." The champion may be a judge, political leader, businessperson, civic leader or member of the faith community, but they should be someone who is well respected and able to generate support for the new entity.

Appendix #1 is a Coalition Membership Checklist, which gives a list of the various organizations that could belong to a broad-based underage drinking prevention coalition. Use this checklist when brainstorming on potential members. It may also be used to assess the effectiveness of an existing underage drinking prevention project.

3. Determine staffing, budget, and resources

The person who manages the coalition is critically important. Coalitions without a staff person dedicated to managing their programs often fail. Whether it is a newly formed group or an existing organization taking on a new mission, coalitions need to be administered, programs need to be carefully implemented and coalition members need to be inspired to continue their work. Each coalition must determine how those tasks will be handled.

FOLLOWING ARE A LIST OF QUESTIONS THAT A COALITION SHOULD ANSWER WITH RESPECT TO STAFFING NEEDS.

- Will the project director or other manager be paid?
- Where will those funds come from and how much money will be needed?
- How much time will the project coordinator be required to dedicate to the program?
- Will that person have other responsibilities?
- Who will supervise the coordinator?

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Another coalition resource question involves housing the entity. Is there sufficient funding to rent office space or will the coalition be housed at a coalition member's office location? Is there an organization in the community willing to donate office space as an in-kind contribution to the effort? Coalitions with more than ten members also may need to locate additional space for meetings. Often small organizations lack adequate facilities for large groups. A coalition member may, however, have board or meeting rooms they would be willing to let the coalition use each month as part of their contribution (in fact, for some members, like a hotel or conference center that may be a major part of their participation). In some cases, coalition members may choose to rotate the responsibility for hosting the meeting at their offices, but in that case, the coordinator must be especially careful to make sure that members know the schedule and know how to get to the site of each meeting.

Finally, there are costs associated with forming and maintaining the coalition. Expenses include furniture and equipment, postage to mail information, printing and copying and even refreshments for each meeting. Insure that adequate funding or in-kind support is available to cover these costs. Also, if the coalition receives government funding, there may be restrictions on the purchase of equipment, furniture or refreshments. If the government grant does not permit the coalition to spend their funds on these items, funding must be obtained elsewhere.

4. Invite people to join

Draft a letter of invitation asking potential members to attend an organizing meeting. If you have recruited a champion, ask him or her to sign the letter. An elected official, a judge, the head of a government agency, the police chief, a prominent business person or some other prominent individual or group of individuals would be good choices. A personal invitation may be more beneficial for some of the more prominent individuals, rather than a letter. Assess what's in it for them and use this in your recruitment message.

5. Clarify expectations

Develop a list of roles and responsibilities for coalition members. Include the number of times the group can expect to meet throughout the year, the time of the meetings, what is expected of the group, and what individuals may be expected to contribute. Decide what policies or criteria exist for membership.

Make a follow-up phone call two days prior to the meeting to remind individuals to attend. Include some basic activities in the list of roles and responsibilities. For instance, the first activity might be to conduct a needs assessment and individuals may be asked to distribute a market survey to people in their neighborhoods or their organization. *Appendix #2 is a sample list of Roles and Responsibilities.*

They must see "what's in it for them" and how they can contribute to the coalition.

6. Do not assume everyone understands the underage drinking issue

As underage drinking prevention programs expand and reach out to new partners, they will be contacting people unfamiliar with their issues. The task of the coordinators is to demonstrate how the potential members' priorities and tasks intersect with those of the coalition. They must see "what's in it for them" and how they can contribute to the coalition. To avoid confusion follow these simple rules.

- Don't use acronyms or jargon. Every profession has its own language. For instance, explain what NHTSA (National Highway Traffic Safety Administration) stands for and how the agency is relevant to the work the project is conducting.
- Sponsor a "show and tell." Once the coalition has been formed, spend the first meeting getting to know one another. Have each member of the coalition talk about their organizations, including the following:
  - What is the mission and goals of their organization?
  - How their organization is funded?
  - Who has the final say on policies and programs?
  - The type(s) of services or product(s) do they provide?
  - How their work can contribute to the overall mission of the coalition?
  - What they hope to gain from their participation?
- Request that each member bring a sufficient number of materials/brochures about their organization to distribute to the entire coalition.
- Require every coalition member to participate in the "show and tell" exercise, even when what their organizations do is obvious, such as the police department. The individuals representing a police department may wish to talk about the activities of their particular unit, for instance, or an underage drinking enforcement initiative they are implementing.
- Honor each participant's views and reasons for participating. A diverse group of people often results in a diverse set of expectations and goals. The purpose of a broad-based coalition is to reach agreement on the mission, goals and objectives. If there is an area of disagreement, where compromise is not possible, agree to disagree and move on.

7. Develop a mission statement

A mission statement expresses the shared vision of a diverse group of people seeking a common goal. The *Community How To Guide on Needs Assessment and Strategic Planning* provides strategies for crafting a strong mission statement and provides an example of a mission statement for an underage drinking prevention coalition.

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The experience of most successful community programs illustrates that leadership is critical.

8. Define goals and objectives

Once a coalition has determined its purpose through a mission statement, the next important task is to define goals and objectives. The *Community How To Guide on Needs Assessment and Strategic Planning* includes information on how coalitions can use information gained through a comprehensive needs assessment process to develop goals and objectives that are targeted directly at the problem.

HIRING A PROJECT COORDINATOR

Good leadership is essential to build and sustain a healthy civic infrastructure. Inspiring leaders can be particularly important in situations where there's a lack of trust. The temptation exists among some community programs to focus on the process of collaboration. They assume that leadership is less critical than who participates. However, the experience of most successful community programs illustrates that leadership is critical. (Join Together "Effective Community Leaders: Traits and Challenges")

The most important element in any coalition is the coordinator. The absence of a coordinator or a coordinator that does not have sufficient time or interest can make or break the work of a coalition. The coordinator is the individual, who starts the ball rolling, organizes the coalition, provides the essential structure and leads the organization's efforts.

Join Together, the national resource for communities fighting substance abuse and gun violence, published an article entitled "Effective Community Leaders: Traits and Challenges" that provides what individuals working in community substance abuse prevention have learned about leadership. Following are two examples. Psychiatrist Martha A. Medrano, an assistant professor at the University of Texas Health Science Center, has worked with community groups and coalitions in San Antonio for years, and has come to develop a theory about what it takes to be a good community leader. "I could list all the things that are characteristics of a person who wants to live to be 100," says Medrano, "and they are very consistent with someone who moves an idea forward. It is optimism, it is energy level, and it is knowing how to negotiate with people."

Armentha Russell, who headed the Drug Free Schools program in the St. Louis, Missouri Public Schools for 15 years, recognized she could not do the job alone. "You have to constantly reach out to others," she said. "You have to have the voice of the community. You can't just go into communities and say 'This is what we're going to do for you.'"

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The project coordinator, can give the people in the coalition a map and tell them to go to the mountain top. Or, they can give them boots, a compass, the desire to climb and an invitation to join them.

Good, energetic and strong coordinators result in good, energetic and successful coalitions. Full-time, paid coordinators are recommended as the best option but part-time coordinators can be used as long as there is a clear understanding of the work-load and a strong commitment from the person to do the work.

The importance of a coordinator cannot be stressed enough because too often it is the lack of this essential element that dooms a good idea. It also makes it more difficult in the future if the problem of underage drinking continues, but people perceive efforts to tackle the problem as a failure - all because there was no one to lead and organize the effort.

When hiring a project coordinator, it is helpful to consider some universally agreed upon elements of leadership. Good leaders are:

- Respected by others, generate confidence and know how to cooperate.
- Able to inspire others and motivate them to take action.
- Knowledgeable about their organization/group and the issue(s) the group supports, and is enthusiastic about achieving goals.
- Have the capacity to see diversity in all its forms and the skills needed for conflict resolution and consensus building.
- Able to build ownership and commitment among others.
- Able to take initiative and demonstrate drive when necessary.
- Good communicators.
- Well-organized.

The project coordinator for a coalition seeking to solve a community problem "can give the people in the coalition a map and tell them to go to the mountain top. Or, they can give them boots, a compass, the desire to climb and an invitation to join them."

Appendix #3 is a Checklist of Attributes of a Good Coordinator.

RECRUITING PARTICIPANTS

- Target key community leaders

One of the easiest ways to attract people to join a coalition is to involve a prominent member of the community who commands respect and admiration from others. Within every community there are movers and shakers; people who are recognized, respected and who get things done. With any luck, a coalition will include several members who are movers and shakers.

Marty Conboy, the city prosecutor in Omaha, Nebraska, is a good example of a mover and shaker. As the prosecutor, Mr. Conboy commands respect and attention from both the public and private sectors. Even given his extremely busy schedule, he was willing to chair Project Extra Mile's committee on advocacy issues. His prestige and knowledge of the community and the law has been invaluable to the work of the coalition.

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Programs that include youth membership and participation will find a source of real energy and commitment.

- Involve people whose jobs relate to the work of the coalition such as police officers, EMS personnel, educators, and substance abuse prevention and treatment specialists.
- Reach out to non-traditional partners in the community such as hospitals, doctors, service clubs, the media, the military and the faith community.

Non-traditional partners can help gather important information about the nature and consequences of underage drinking in the community. They can also make the issue "come alive" for the public and policymakers by relating their own experiences. When doctors, nurses or emergency personnel talk about the tragedies associated with underage drinking, they help others in the community - including policymakers - understand the real consequences of youthful drinking.

- Identify people who may have a personal interest in underage drinking as well as people who have a professional interest.

Victims of an impaired driving crash or young people who have experienced problems with alcohol bring a realistic view to the work of the coalition. These potential members may be harder to identify than job-related participants, but their individual commitment can be invaluable and they can work well with the professionals.

- Keep the size of the coalition and number of participants to a manageable level.

Although a coalition should be as broad-based and inclusive as possible, the size of the coalition must be manageable in order for anything to be accomplished. Appropriate size is a key consideration. It cannot be too small, because everyone cannot attend every meeting, and there must be enough people at each meeting to make decisions. A good gauge is between 15 to 25 members, depending upon the individual community.

- Develop a coalition structure that will help your coalition function efficiently and effectively.

Coalitions can be structured in a variety of ways, including non-profit organizations, loosely organized partnerships without formal bylaws or formal entities with a board of directors. Coalitions can choose to form committees or work groups to perform most tasks or the coalition as a whole can work on all of the issues. Each coalition must select the framework for organization that will secure the most buy-in from members and allow the organization to operate effectively.

INVOLVING YOUTH IN THE COALITION

Programs that include youth membership and participation will find a source of real energy and commitment. Experience suggests youth learn best from peers. Their involvement could be key to the success or failure of an effort.

Following are some suggestions from "Youth on Board", a national program that seeks to place young people on boards of directors, on how and why to involve young people in the coalition.

- Know why you want to involve young people. Organizations need to check their motivation and be ready to see young

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Make sure adult board members understand the value of a young person's views and input, particularly on issues that affect their age group.

people as partners in decision-making.

- Make sure the board or other coalition members are committed to giving youth a voice in the planning and implementation of the organization's strategic plan.
- Train the coalition/board on intergenerational relationships and diversity issues. It is important to commit one board meeting to some type of training. Make sure adult board members understand the value of a young person's views and input, particularly on issues that affect their age group.
- Conduct a thoughtful and thorough recruitment process.
- Insure that the young people understand the expectations of participation and make it clear that the choice is a mutual one. Be sure to have an interview process and a signed letter of agreement.
- Be thorough in orienting the young person on the organization's/coalition's structure and polices. Assessing the contributions of these new members will give an idea of their skills and help them feel more involved.
- Institutionalize the young people's membership by amending bylaws and policies to state young people will be permanently included on the board. Insure that when one young person's term of office has ended, a rapid and thoughtful replacement process ensues.
- Add interactive structures to board/coalition meetings to insure that everyone has a voice.
- Youth members often need time to prepare for the meeting and to evaluate and discuss it afterwards. Other members of the coalition or staff should meet with the young people before the meeting and after the meeting for a few minutes. This can be done as a formal or informal mentoring program.
- Each month, the young people should have contact with staff or coalition/board leadership to maintain communication and to insure young people are included in the informal conversations and business, which takes place between meetings.
- Young people should have visible leadership positions such as chairing of committees.
- Set up systems and situations for young people to build teams with one another.
- Be thoughtful about the special considerations and support that are necessary when involving young people. For example, they may need rides to meetings, and so forth. If meetings usually take place during the day, plan to adjust schedules to fit around school schedules.

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Success is the best way to keep people involved in a coalition. Everybody loves a winner.

MAINTAINING THE COALITION

Success is the best way to keep people involved in a coalition. Everybody loves a winner. Each coalition achievement may not be big or flashy, but each one should be noted and celebrated. In fact, small victories, in which members of the coalition actively participate, keep people motivated and willing to carry on the campaign that ultimately wins the war. Following is a list of ways to maintain an effective coalition.

- Celebrate victories. Host a small party or reception or awards ceremony to recognize individuals who played key roles in the coalition's successes. Recognition will go a long way, particularly when times get tough and the successes harder to achieve.
- Demonstrate what people can do and what's in it for them.
  - An underage drinking prevention coalition reaffirms what people in prevention are doing and re-energizes them if their efforts have gotten stale.
  - The public health emphasis of underage drinking programs may appeal to health care professionals such as hospitals, doctors, nurses, and emergency medical technicians.
  - For law enforcement, the coalition can produce decreased alcohol-related motor vehicle crashes, deaths, injuries and crimes.
  - For businesses, it can improve the productivity of future workers and current workers whose underage children may be in trouble, thereby diverting the employees' attention away from their jobs. Participation also offers some good public relations potential by demonstrating that they are good corporate citizens and concerned about their communities.
  - For auto and health insurance companies, it can reduce alcohol-related diseases, trauma and expenses.
  - For substance abuse treatment professionals, it can reaffirm the value of intervention and treatment, improve mechanisms for identifying and referring individuals who need treatment and build support for treatment efforts.

One of the best ways to maintain coalition members is to run effective, interesting, productive meetings. Following are some tips on running good meetings:

- ***Before the meeting:***
  - Determine the purpose and type. (Problem solving, decision making, reporting and presenting information, planning, reacting and evaluating, or a combination.)
  - Establish objectives and develop an agenda.
  - Provide participants with a copy of the agenda, materials and any instructions.
  - Confirm meeting room logistics (room set up, equipment).

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- ***During the meeting:***
  - Establish a schedule and location of regular meetings early in the year so members know where and when they should gather well in advance and can plan their schedules appropriately.
  - Follow an agenda.
  - Begin and end the meeting on time (most meetings should be one to two hours, unless otherwise specified).
  - Recognize new issues as they arise and agree on how to deal with them.
  - Encourage participation of all members.
  - Intervene when discussions go off point or are redundant.
  - Summarize each agenda item as it is completed to insure understanding and consensus.
  - Establish and assign action items.
  - Determine whether a following meeting is needed, and if so set a tentative time, date and agenda.
- ***After the meeting:***
  - Prepare and distribute minutes or meeting summary.
  - Act on or implement the decisions of the meeting.
  - Plan any follow-up meetings or other activities.

OVERCOMING OBSTACLES

Every group or organization faces obstacles. Following are some suggestions for ways of dealing with problems common to coalitions.

1. Manage resources effectively to avoid having the coordinator do all the work.

The person or people who establish the group (usually the project coordinator) become, in essence, the coalition's staff. The members of the coalition, however, may not realize these "staff" people have other duties and responsibilities. Do not fall into the trap of having the project coordinator do all the work.

The best way to overcome this obstacle is to involve members of the coalition in the organization's projects and activities. Assign a program or activity to a coalition member and ask that individual to recruit others to assist. Organize committees and give full responsibility for managing those committees to the chair. Allow coalition members to report on their activities at each meeting. The project coordinator may also want to develop a job description and discuss it with members of the coalition to make sure everyone understands roles and responsibilities.

A coalition organizer should not expect that everything assigned to the coalition members will automatically be accomplished. Most grassroots coalition members are busy people. They usually have jobs of their own. Many have families. In other words, the coalition may not be their top priority. If coalition members are requested to do something, follow up insures the task is completed or assistance is provided.

2. Allow time for buy-in to insure the group maintains interest and stays involved.

The coalition leader's task is to insure a delicate balance and make sure members feel a strong sense of participation. Allow sufficient time for all business, but make certain that the process does not become interminable and turn people off.

The organizer or staff person(s) may not like the pace the group has adopted and may want to move ahead more quickly. One of the basics of successful coalition building, however, is obtaining the members' buy-in and support for the group and its activities. If you ask an individual to donate time and share opinions, that individual must have some time to express those views. Reaching consensus is not always an easy process. A successful coalition operates as a democracy, not a dictatorship, although the staff person(s) organizing the group may wish to make some "kingly" declarations from time to time. It is important to recognize that developing ideas and solutions can take more time than anticipated.

3. Choose a strong leader to maintain focus.

It is essential for the group to choose a leader or chairperson to represent them. A strong leader will keep the coalition on task and moving forward, despite the human tendency to digress from an agenda, particularly if that agenda is difficult. The chairperson does not necessarily have to be well known in the community, but that may help.

Sometimes, a coalition may lack a strong leader and lose focus. If this happens, the project coordinator should identify two or three members of the coalition who are well respected by the other members. The coalition leader should enlist their support in identifying ways to reestablish focus. In the case of underage drinking or drinking and driving, inviting a victim to come speak to the coalition will remind everyone why they are involved and how important the issue of underage drinking is to them and to the community.

4. Provide training for contact with the media.

Dealing with the media can be difficult. Many people do not know how to talk to reporters and convey a story effectively. The coalition leader's task is to identify one or two coalition members who could serve as good spokespeople. These are usually people who understand the issue and are animated, but controlled, when they talk. Training and practice can refine their presentation skills and their ability to convey the coalition's message clearly and succinctly.

It is essential for the group to choose a leader or chairperson to represent them. A strong leader will keep the coalition on task and moving forward.

(See the *Community How To Guide on Media Relations* in this series.) If your coalition includes a member of the media or a person from a local public relations agency, ask that member to provide some tips on effective media presentations.

5. Provide sufficient funding.

A good coalition is full of people with ideas. Coalition members can become easily disillusioned if they propose activities or programs, which they believe are worthwhile, but which cannot be implemented because of insufficient resources. Because there may be more than one coalition in your community, determine whether there are sufficient resources to support more than one group. If resources are scarce, it is much better to be honest and up front in the beginning, so people understand the limitations. Informing the coalition about the financial situation can spur members to help with a fundraising drive or to seek support from government agencies or foundations. (See *Community How to Guide on Self-Sufficiency.*)

6. Keep moving forward despite the unwillingness of key groups to become involved.

Sometimes a new coalition or project may encounter a likely partner who refuses to participate. Following are suggestions on how to deal with this situation and not get stymied by their refusal.

- Reach out to one or two members of the group in question through a personal meeting, and explain the intent of the coalition.
- Determine what aspects of the issue or program interested them to join the new coalition.
- Solicit their input for activities or areas or interest for a successful outcome.
- Establish a subcommittee to evaluate long-term application of their ideas.

Cherilynn Uden, project coordinator of Save Our Youth, faced this situation in Salt Lake City, Utah. "Adults from the school system felt they were already doing enough on underage drinking and did not need another group. Our attempts to explain that our goal was to bring people together were not successful. So, we went directly to the young people through a non-profit organization that formed peer leadership teams in nearly every high school in the city," she said.

If your attempts to involve the partner are not successful, do not stop your efforts. Keep working to make the project successful because nothing sells like success. When other groups see you are making progress, chances are they will want to join, particularly after the effort has been made to win their support.

Helping key groups understand how the coalition can benefit them is powerful strategy for recruiting and retaining members.

HOW COALITIONS CAN SUPPORT CRITICAL PROGRAMS

Helping key groups understand how the coalition can benefit them is powerful strategy for recruiting and retaining members. Broad-based coalitions can provide critical support for activities important to their member organizations. Following are just a few examples of the ways that coalitions can work effectively to support efforts critical to the success of an underage drinking prevention effort.

- ***Coalitions can support local governing bodies by doing the following:***
  - Building political and community support for strong enforcement policies and activities.

    If members of the local government or the community fail to see the value of enforcing the laws related to underage drinking, the coalition can work for increased support of the effort by publicizing the extent of the underage drinking problem and the relationship between enforcement and prevention.
  - Securing funding and equipment.

    In some cases, it is difficult for law enforcement agencies to obtain adequate money and equipment to perform expanded underage drinking enforcement activities. Coalition members can advocate increased funding and can sometimes obtain donated equipment or funds to support the effort more rapidly than the law enforcement agencies can. In Montgomery County, Maryland, police officers from an alcohol enforcement unit told members of the Drawing the Line coalition that it was difficult for them to call the parents of all the young people they found at large parties because they did not have access to adequate phones. One of the coalition members had a friend who was the public relations representative for a phone company. As a result, the company donated six cell phones and reduced-price airtime for the alcohol enforcement unit.
  - Advocating swift, consistent consequences for offenders through the courts and juvenile justice system.

    Law enforcement officers sometimes report that they do not cite or arrest underage drinkers or people who provide them with alcohol because "nothing really happens" to the offenders. Coalitions can help to break this cycle by working with courts, juvenile justice authorities, motor vehicle administration authorities and liquor licensing agencies to insure that penalties for adults and youth who violate the law are swift and consistent. Coalitions can collect data on the disposition of citations and arrests, sponsor court watch programs, write to officials with the authority to make changes in the systems and publicize the need for consistent consequences. If penalties are imposed, officers will feel more motivated to play their important role in prevention through strict enforcement.

With their diverse memberships, coalitions are well equipped to collect data from a variety of sources, analyze the data and to craft a strategic plan based on the information.

- Working for changes in state and local laws, policies and procedures.

  Underage drinking prevention coalitions should review the laws, policies and procedures that affect underage drinking law enforcement and prevention in their community. If the coalition identifies gaps or problems, they can advocate change by publicizing the problem, educating elected officials and administrators about the reasons for change and helping to draft new laws or regulations (See the *Community How to Guide on Public Policy* for more information.)

- Insuring prevention programs are research-based and reinforce the no-use message.

  Law enforcement officers are expected to be experts in law enforcement, but they may not be experts in science-based prevention programs. Some law enforcement agencies sponsor educational programs for students or parents and they may not have time to research those programs thoroughly to ascertain if they are truly effective. Prevention specialists within the coalition can help insure educational or other prevention programs undertaken by law enforcement agencies are grounded in good prevention principles. This guarantees everyone gets the most "bang for his or her buck."

- Targeting resources by collecting and analyzing data from a variety of sources.

  With their diverse memberships, coalitions are well equipped to collect data from a variety of sources, analyze the data and to craft a strategic plan based on the information. This kind of careful needs assessment and strategic planning can help law enforcement agencies direct their resources and programs effectively and track the results of their programs. The coalition can also help the law enforcement agency to develop an efficient system for tracking underage drinking-related data within their department, through a computer program or other reporting system.

- Reducing recidivism by insuring that adequate resources for assessment and treatment are available.

  Law enforcement officers do not want to keep arresting or citing the same youth over and over, but they may not be able to guarantee that assessment and referrals to treatment are readily available in the community, whether or not young people have health insurance. A broad-based coalition can work with public and private agencies to insure that assessment and treatment are part of the community system for dealing with underage drinking offenses. In Montgomery County, MD, for instance, Drawing the Line on Underage Alcohol Use arranged for each young person who is cited for an underage drinking offense to be assessed for alcohol and mental health problems. If young people were identified as having a problem, they were referred for appropriate treatment.

- For decades, the schools have grappled with an increasing number of social problems, including underage drinking. The inception of a broad-based coalition to deal with underage drinking in the community can ease some of that burden in the following ways:
  - Convincing key members of the community that underage drinking prevention is a community responsibility and not solely the responsibility of the schools.

    Coalitions can enlist the community in prevention and help key segments, including parents, understand the critical role they must play in preventing underage drinking.
  - Advocating for adequate funding and staff to enable schools to conduct prevention and intervention programs.

    The coalition and its members can initiate and support budget requests and make a convincing case for the importance of the funding. The coalition members can help to identify the most effective school-based programs, work with officials responsible for allocating funds and publicize the need for specific projects.
  - Providing volunteers to support school-based programs for youth.
  - Recruiting, training and managing volunteers to augment the school staff and provide valuable alcohol-free activities for youth and educational and motivational programs for parents.

    Schools are sometimes constrained from sponsoring activities like dances, mentoring programs or other after-school programs because they cannot afford to pay enough teachers and other staff to supervise them.
- Insuring that schools have a clear, carefully communicated policy about underage drinking and that the policy is consistently enforced.

  If schools do not have specific policies regarding the consequences for underage drinking on and off campus, a coalition can urge the school system to develop one and then assist in its formulation and distribution. It is important that parents, students and school staff are fully aware of the policy if it is to be effective.

  If a school system has a policy in place, a coalition can work to see that the policy is consistently enforced. In some schools, athletes or other student leaders are granted leniency when they commit an offense, but other students receive the full brunt of the consequences. This kind of inconsistency sends seriously mixed messages.

  Coalitions can work for consistent application of consequences by monitoring how the schools apply their policies and by building public support for the school's actions. In some communities, when the schools penalize an athlete or other student for underage drinking, parents and other community members complain

If a school system has a policy in place, a coalition can work to see that the policy is consistently enforced.

Marketing of an underage drinking prevention coalition is important in order for the target audience and the general public to accept the actions, plans and ideas the coalition has proposed.

because they may not understand the importance of intervention and prevention. The coalition can work to overcome that resistance and build obvious public support for the effort.

- Assist schools in developing effective systems for identifying students "in trouble" with alcohol and/or other drugs and for referring them to treatment.

  Students using alcohol and other drugs may not only need discipline, they may need treatment. School systems should develop "student assistance" or "student identification" programs to identify those youngsters who may need help and assist them in obtaining whatever assistance they need.

  If students are re-entering school after being treated in a residential facility, the school system should also be prepared to assist in identifying after-care services for those youth.

  Coalitions, which include prevention, treatment and law enforcement specialists, can help the schools to promulgate policies and develop programs that will serve youth in need.

One strategy for increasing "buy-in" among coalition members is to devote part of a coalition meeting to brainstorming ways in which the coalition and its members could support other constituent groups. How could a coalition support the judiciary, for instance? Or the medical community? Enumerating the potential benefits for each segment of the coalition can help them to see the value of their participation.

MARKETING THE COALITION

Marketing is the process whereby an organization "sells" their product or ideas to the public. Marketing of an underage drinking prevention coalition is important in order for the target audience and the general public to accept the actions, plans and ideas the coalition has proposed. It is a necessary component in changing behavior and attitude.

When we turn on the television set, we see dozens of advertisements designed to motivate us to buy particular products, vote for certain candidates, see particular movies or take some other action. Each of the businesses or organizations sponsoring these advertisements has one fundamental goal in mind: to influence their target audiences' attitudes and behavior by marketing their product or idea to them.

Media and marketing strategies for social change have become increasingly sophisticated over the last decade and social activists have adapted many of the strategies used by businesses in their marketing. Today, media advocacy, social marketing and more traditional media campaigns are all important tools for underage drinking prevention coalitions and other groups trying to change social attitudes and behaviors. (See the *Community How to Guide on Media Relations* for a more detailed discussion of each of these strategies.)

Sometimes, coalition organizers may use a more direct approach to market their coalition through individual or group

Coalitions can learn from these advertisers and reach out to individuals or groups who have influence with others.

meetings, for instance. Regardless of the strategy they are using to approach someone - through media or direct contact - coalition members should ask themselves several critical questions before they proceed:

- What is the problem we are trying to solve?

  Need to increase membership, raise money, change laws, involve parents, etc.

- Who can help to solve the problem?

  Become a member, provide money, draft a new law, etc.

- What does that person or organization currently know or believe about underage drinking and our coalition?

  Do they view underage drinking as a rite of passage? A moral issue? A problem for the schools to solve? Do they see the coalition as "just another group of do-gooders"?

- What do you want the person or individual to believe so that they will provide what you need?

  In other words, what do you want them to think and feel - remember that feelings are important in an issue as complex as underage drinking - so that the coalition can achieve its goal?

- What are the key characteristics of the individual or group you need to reach?

  Are they wealthy or poor? Are they highly educated or semi-literate? Members of a minority group? Is English their primary language? How old are they? Are they part of a government agency with established policies that may take some time to change or can their group make decisions quickly? Is the individual or group difficult to reach through individual contact?

- How can you reach these individuals or organizations?

  Through media, personal contact, networking with other groups, introduction by an individual who has contact with the coalition and the target group or individual.

- Who can influence the targeted individual or group?

  Commercial marketers often target their messages to the "influencers" when they want to shape someone else's behavior. Cereal and toy companies, for instance, advertise heavily on cartoon shows and other programs for children so that they can create demand for their products among children who, in turn, influence their parents' shopping decisions. Coalitions can learn from these advertisers and reach out to individuals or groups who have influence with others. Can the coalition's champion affect the target's behavior, i.e., a local elected official putting pressure on a law enforcement agency? Or will the local PTA influence schools? Chambers of Commerce may influence their members or members may change the Chamber's perspective. Popular youth and parents may influence behavior by others in their groups. The media can influence large numbers of diverse groups.

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Communication from the project's organizers to the coalition is critical, particularly if the coalition only meets on a quarterly basis.

- What is your message?

  Based on the answers to the preceding questions about the target audience's characteristics, what they believe now, what you want them to believe and how you can reach them, craft your message to be as effective as possible.

- What will it cost you to market your message to this individual or group?

  Costs should be measured not only in money, but also in time, energy, material and influence. Is the benefit that will accrue to the organization worth the expenditure necessary to obtain it? These questions can help you to prioritize your efforts.

- How will you know if your message has been received and accepted?

  If you cannot evaluate the success of your effort, you will not know how to modify the approach if it does not work. (See *Community How To Guide on Evaluation*)

- What is your "fall-back" approach if reaching out to the targeted individual or group does not achieve the goal?

  If you cannot motivate or mobilize the target, what else can be done or who else can be approached? Ask the same series of questions about the target audience to develop the strategy.

COMMUNICATING WITH MEMBERS

Communication from the project's organizers to the coalition is critical, particularly if the coalition only meets on a quarterly basis. These updates do not have to be complicated or difficult. If the task of producing the update is too cumbersome, it probably will not be produced because other tasks will take priority. Keep it simple and effective.

- ***Send meeting minutes***

  At each meeting of the coalition, a person should be designated to take notes so that a report can be compiled and mailed to all the members of the coalition. This keeps every member informed and reminds him or her of what actions have been taken or proposed.

- ***Send news clippings***

  One of the ways that Gloria Souhami of Texas regularly updates members of the Travis County Underage Drinking Prevention Coalition is to send them news clippings that mention underage drinking. These informative, timely updates are among the reasons, she says, that so many people attend the coalition meetings. She also invites interesting and informative speakers to each coalition meeting.

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- ***Produce newsletters/brochures***

  A brochure about the organization and its mission, goals and objectives is a good way to educate people. Part of the brochure also can ask people to join or financially support the effort. A brochure can also be used to highlight a portion of your program, such as educating parents about their role in preventing illegal underage drinking.

  An effective newsletter or brochure does not have to be an elaborate, four-page publication with color photos and graphs and charts. A newsletter can be one sheet of paper, printed front and back as a self-mailer that can be folded and mailed.

  Every publication should be interesting to look at and include graphics, bulleted information and, if possible, photos. Most computer systems have some sort of graphics package with symbols that can be easily inserted into a document. If a graphics package is not available, the project organizer can keep a file and clip out interesting graphics from newspapers, magazines and other newsletters. They can be pasted directly onto the project's newsletter and will appear to be part of that document when it is printed.

Appendix #'s 4, 5 and 6 are samples of a Brochure and two Coalition Newsletters.

CONCLUSION

Dr. Amos Aduroga, Director of the Bureau of Substance Abuse in Detroit understands the importance of community-based coalitions. "Coalitions are very critical. Coalition building is the only way to participate in the common solution to problems. It brings different segments to the table and is absolutely key," he said. He credits the successful revitalization of Detroit to the many coalitions that exist in the city. "It is the community coming together, prioritizing needs, and attacking those needs. The time for coalitions has been way overdue. I don't know how we got along with out them."

COALITION MEMBERSHIP CHECKLIST

Please rate the participation of the following organizations in the areas of their importance to the work of the coalition, the feasibility of getting them involved, and if they already partici-pate, the level of their involvement. **The number 1 indicates less and 5 indicates most.**

Government	**Importance**	**Feasibility**	**Involvement**
Elected Officials (national, state and local)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Mayor or City/County Council	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Substance Abuse Prevention and Treatment	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Department of Public Health	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Local Health Departments	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Community Health Clinics	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Department of Recreation	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Driver's Licensing Agencies	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Public Works Department	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Armed Forces	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Army, Navy, Air Force, Marines, Coast Guard, National Guard and Reserve Units			
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Law Enforcement Community			
Chief's Office	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Local and State Police/Sheriffs Departments	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Alcohol Unit/Traffic Safety Unit			
Community Relations/Affairs			
Alcohol Beverage Control Agency/ Department	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Judicial Community			
Prosecutors/County/City Attorneys	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Judges			
Juvenile Court Judges	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
District/Adult Court Judges	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Juvenile Justice System	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Admission/Intake			
Family/Parent Education Program			
Probation			
Probation and Parole (18 to 20 year olds)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Education	**Importance**	**Feasibility**	**Involvement**
Education (K-12)			
School Superintendent(s)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Principal	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Drug Free Schools Coordinators	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
High Schools	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Middle & Junior High Schools	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
PTA Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
School Resource Officer	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Colleges & Universities *(if they are present in the community)*			
Administration	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Student Affairs	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Resident Managers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Substance Abuse Prevention	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Judicial Review	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Campus Police	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Fraternities and Sororities	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Health Care Community			
Hospitals/Trauma Centers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Physicians	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Pediatricians	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Medical Associations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Nurses	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Emergency Dept. Physicians & Nurses	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Health Maintenance Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Health Insurance Companies	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Emergency Medical Technicians and Paramedics	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Businesses/Employers			
Businesses That Employ Underage Youth	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Fast food	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Movie theaters	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Amusement parks	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Alcohol Industry	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Bars	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Restaurants	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Liquor Stores	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Beer Distributors	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Liquor and Wine Wholesalers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Insurance Companies	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Chambers of Commerce	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Labor Unions	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Local Major Employers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Arenas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Record and video stores	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Media	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Television Stations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Radio Stations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Newspapers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Youth and Youth Organizations *(Some youth may not come from organized groups)*			
SADD Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Boys & Girls Clubs	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Boy Scouts/Girl Scouts	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
YMCA	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
4-H Clubs	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Substance Abuse Prevention Groups	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Religious Groups & Faith Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Community			
Parent groups	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Faith Community	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Citizen Activist Groups			
MADD Chapters	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
RID Chapters	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Civic Groups	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Kiwanis	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Lions	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Rotary	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Junior League	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Minority/Culturally Specific Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
National Urban League	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
NAACP	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
League of United Latin American Countries (LULAC)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Neighborhood Associations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Citizens	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

SUGGESTED COALITION MEMBER ROLES AND RESPONSIBILITIES

1. Participate in determining the direction of the coalition.

2. Serve as the liaison to the member's organization. Organizations represented should have an impaired driving policy and conduct employee awareness and education.

3. Participate in the completion of a comprehensive needs assessment on the community's underage drinking problem.

4. Assist in drafting a strategic plan on underage drinking and in prioritizing goals and objectives.

5. Assist in the implementation of activities, including those that directly involve or relate to the member's organization.

6. Serve as a resource for the development of program activities.

7. Help to represent the coalition at key official meetings and events.

8. Serve as an ambassador for the work of the coalition and promote its mission when and wherever possible.

9. Gather and relay appropriate information to the coalition to serve as a basis for decisions.

10. Attend meetings on a regular basis.

11. Help to develop and implement a self-sufficiency plan.

ATTRIBUTES OF A GOOD COORDINATOR

Hiring a coordinator is one of the most important decisions a coalition can make. Following are some valuable attributes for good coordinators.

Does the candidate your coalition is considering or the individual who currently serves as project coordinator possess a majority of the following traits?

❑ *Able to Motivate and Inspire*

- Has an ability to say and do things that give others a feeling they are playing an important part in whatever is being done.
- Can mobilize individuals with different ideas, skills and values by:
  - Communicates clearly the results that are expected.
  - Appeals to people's hearts and minds.
  - Demonstrates care for the members of the group.
  - Demonstrates confidence in their abilities.
  - Lets people know how they are progressing toward the group's goals.
- Inspires others to achieve results by:
  - Promoting the development of people's talents.
  - Recognizing the contributions of others.
  - Enabling others to feel and act like leaders.
  - Stimulating others' thinking.

❑ *Possesses Knowledge and Enthusiasm*

- Knows the latest information, statistics, trends, and programs related to the problem they are trying to solve. This is particularly important for coordinators who are unfamiliar with underage drinking or traffic safety issues. Coordinators of coalitions who come from the health care community or substance abuse prevention field should contact their state National Association of Governors' Highway Safety Representatives (NAGHSR) representative and request they be placed on relevant mailing lists for information, particularly any mailings generated by the National Highway Traffic Safety Administration (NHTSA).
- Has a vision for the organization and where they want it to be in the future.
- Is committed and enthusiastic about what they are doing. They do not readily surrender to difficulties, but overcome them. Their commitment is catching and will entice others to join the bandwagon.

❑ ***Demonstrates Initiative and Drive***

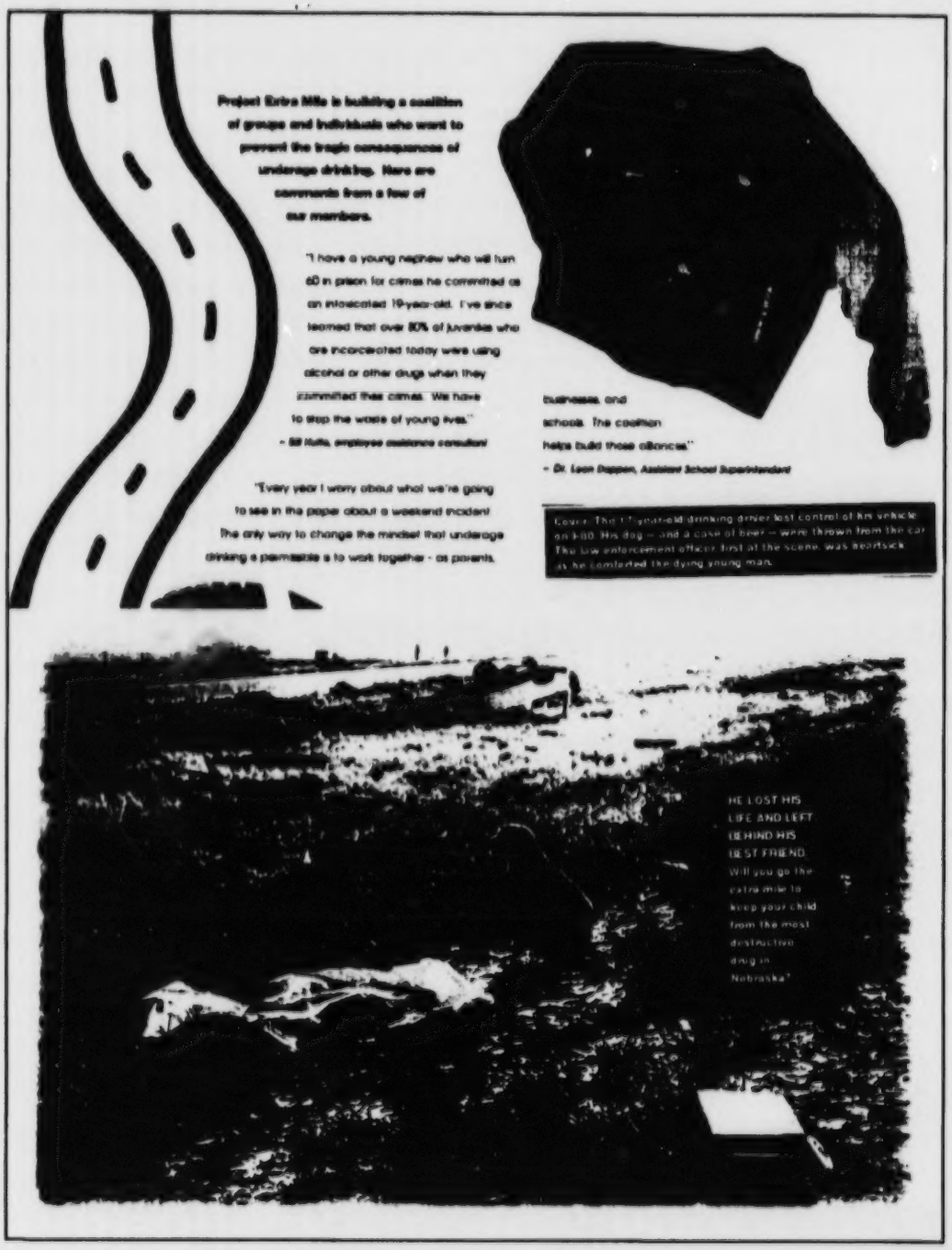
- Has courage, self-confidence, and decisiveness.
- Has persistence and patience and will push ahead, particularly when things bog down.
- Knows themselves, their strengths and weaknesses and works hard to enhance their best qualities and minimize the impact of any weaknesses.
- Originates ideas and does not hesitate to make decisions when appropriate.
- Stands up for what is important, adjusts plans and actions as necessary, communicates the strategy of the organization as a whole and creates a positive vision of the future.
- Assumes responsibility, particularly when things don't go according to plan. The "buck stops here" is a phrase that not only applies to leaders of countries, but leaders of organizations.

❑ ***Is a Good Communicator***

- Speaks and writes simply, clearly and persuasively.
- Can sum up the opinions of groups of people, and express them sharply and decisively.
- Communicates regularly with the group, making sure people know important meeting and due dates well in advance.
- Communicates expectations and decisions clearly. They are not vague, nor do they try to get results through manipulation or autocratic rule.
- Is thorough, and tries to put things in writing to avoid the pitfalls of forgetfulness, particularly when dealing with many people and a variety of projects and activities. Always tries to be fair and avoid interjecting personal likes and dislikes or prejudices.

❑ ***Is a Good Organizer***

- Able to organize meetings, send out notices, track the progress of tasks, and manage the budget.


Project Extra Mile is building a coalition of groups and individuals who want to prevent the tragic consequences of underage drinking. Here are comments from a few of our members.
"I have a young nephew who will turn 60 in prison for crimes he committed as an intoxicated 19-year-old. I've since learned that over 80% of juveniles who are incarcerated today were using alcohol or other drugs when they committed their crimes. We have to stop the waste of young lives."
- Bill Rolfe, employee assistance consultant
"Every year I worry about what we're going to see in the paper about a weekend incident. The only way to change the mindset that underage drinking is permissible is to work together - as parents,
businesses, and schools. The coalition helps build those alliances."
- Dr. Leon Dippen, Assistant School Superintendent
Cover: The 17-year-old drinking driver lost control of his vehicle on I-80. His dog — and a case of beer — were thrown from the car. The law enforcement officer first at the scene, was heartsick as he comforted the dying young man.
HE LOST HIS LIFE AND LEFT BEHIND HIS BEST FRIEND.
Will you go the extra mile to keep your child from the most destructive drug in Nebraska?

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When young people drink, the stakes are high.

Alcohol is the number one drug problem for Nebraska youth.

- In Omaha, 47% of youth reported having their first drink before the age of 14. By the time they are 16-17 years old, 61% tell us they are drinking.
- Of Nebraska high school students, 42% said they had consumed five or more drinks of alcohol in a row during the past 30 days.
- Nearly half admitted to driving a motor vehicle after drinking alcohol, and even more rode with a driver who had been drinking.

When young people are impaired, they suffer.

- Traffic crashes are the number one way that youth die. About 40% of those crashes are alcohol-related.
- Kids suffer traumatic injury from falls, fires and drowning. Binge drinking may lead to alcohol poisoning or death.
- Youth engage in high-risk sexual behavior they might otherwise avoid, resulting in unplanned pregnancies, STD's - even rape.
- Family violence and physical assault stem from the use of alcohol. And alcohol is usually a factor when kids commit crimes.

How can we prevent underage drinking?

You don't blame a fish for dying in polluted waters. Likewise, we need to establish an environment of laws, policies and attitudes that discourage underage drinking.

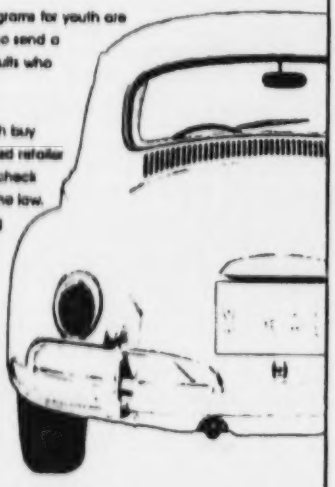
Project Extra Mile was established in 1998 through the National Association of Governors' Highway Safety Representatives in collaboration with the National Highway Traffic Safety Administration.

Our mission is to create a community consensus that clearly states that underage alcohol use is illegal, unhealthy, and unacceptable.

While prevention programs for youth are valuable, we must also send a message to those adults who provide alcohol.

Many underage youth buy alcohol from a licensed retailer who fails to properly check ID and comply with the law. Often, an older sibling or friend supplies the alcohol.

And so do parents. 64% of Omaha youth surveyed knew of parents who permit non-family members under 21 to consume alcohol in their homes.



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Won't you go the extra mile with us?
"My first fatality incident involved four kids who were drinking and driving after a high school football game. Their car ran head on into a parked semi. Their bodies were so shattered, we couldn't tell if they were male or female. The bottles of booze beside them were still intact. I'll never forget that crash, or the hundreds I've seen since. I applaud Project Extra Mile for tackling the whole problem. Never before in my 24 years of law enforcement have I seen a group that has had the kind of impact. The coalition concept, with representatives from many different disciplines, is working."
- Lt. John Kucera, law enforcement officer, registered nurse and licensed paramedic
"Too many of my peers are drinking and dying. Project Extra Mile helps young people create change in tangible ways. Our meeting with the Governor led to a permanent underage drinking prevention task force. We had the power to make a difference."
- April Ollenberg, high school student
"Success in any effort such as this comes not only from a strength of numbers but from a strength of will. We draw support from each other. Together, we create a kind of pressure, like a current in the river, making it harder for the alcohol industry, for parents and for kids to ignore the problem."
- Marty Conboy, city prosecutor
"For over 30 years as a health educator, I have been involved with many coalitions. Project Extra Mile is among the best-organized and the most productive. I like its broad-based support and applaud its involvement of youth. In just a few years, it has established itself as an important public health advocacy organization in Nebraska."
- David Cobb, Ph.D., Professor and President of the Nebr. Public Health Assn.
"As an emergency department nurse, I see the tragic results of underage drinking all too often. My colleagues and I are frustrated by these preventable tragedies. We talk to students in the schools, but reaching as many teens as possible requires a larger effort. The Project Extra Mile coalition and its members will make a difference."
- Charisse James, emergency nurse
"As a license holder, it's incumbent upon me to uphold the law and educate my staff. As a father, I want my child protected the same way other parents do."
- Ron Samuelson, restaurant owner

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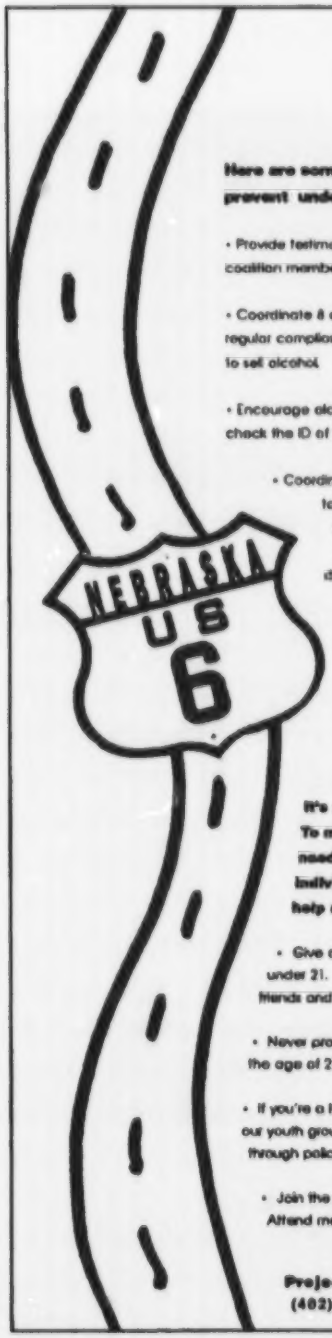

How is Project Extra Mile helping?

Here are some of the things we do to help prevent underage drinking.

- Provide testimony to the state legislature through coalition members.
- Coordinate 8 area law enforcement agencies in regular compliance checks of businesses licensed to sell alcohol.
- Encourage alcohol retailers and store clerks to check the ID of youthful customers.
- Coordinate enforcement efforts to check local parks and neighborhoods for underage drinking parties.
- Ask motels and hotels to adopt a no-party policy during prom and graduation season.
- Keep the issue of underage drinking in the public eye by working with the media, parent organizations, and other key constituencies.
- Train high school students in policy and media advocacy.
- Communicate with school administrators and coaches to present a clear, no-use message and inform students of increased enforcement efforts.

Going the Extra Mile with Us

It's a long and arduous road. To make change happen, we will need the help of many groups and individuals. Here are ways you can help right now. . . .

- Give a clear, no-use message to youth under 21. Present the same position to friends and colleagues.
- Never provide alcohol to persons under the age of 21.
- If you're a high school or college student, join our youth group and learn how to make change through policy and media advocacy.
- Join the Project Extra Mile coalition. Attend meetings as you can to stay informed.
- Schedule a presentation to your civic, business or religious group.
- Encourage government officials to create effective youth alcohol laws and to better enforce those laws.
- Be vocal. Praise the media when they deal with the issue of underage drinking responsibly. Correct them if their attitude or language is inappropriate.
- Make a donation. Your support helps us to increase our public information and education projects.

Project Extra Mile • 302 S. 36th St., Suite 214 • Omaha, NE 68131
(402) 231.4305 fax: (402) 231.4307 e-mail: extramile@navix.net

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Voice
Children
A Publication of Children at Risk Today Volume 1/No. 6 Winter 1997

ZERO TOLERANCE SAVES LIVES

Progress is being made in the effort to reduce drunk driving by young drivers, according to the National Highway Transportation Safety Administration (NHTSA). Motor vehicle crashes are the leading cause of death for 15 to 25-year olds, but alcohol-related motor vehicle deaths are no longer the leading cause of deaths in this age group, having declined 59 percent nationally since 1982. Nationally, NHTSA reports that zero tolerance laws are saving lives. Alcohol-related crashes are down 10 to 20 percent in states with zero tolerance laws.

In Virginia also, the DMV reports that alcohol-related deaths of young people are down 31 percent from 1996 and injuries are down eight percent. In 1995, 127 fatalities occurred in youths from 15 to 25 as a result of alcohol. In 1996, 88 fatalities occurred in this age group as a result of alcohol. Injuries were also down, from 3,344 in 1995 to 3,079 in 1996.

1996 Crashes and Fatalities in Chesterfield County

TOTAL	
Crashes	4,820
Fatalities	26
Injuries	2,678
ALCOHOL-RELATED	
Crashes	391
Fatalities	11
Injuries	272
LICENSED DRIVERS	183,787

The Law: Zero Tolerance for under 21

As of July 1, 1994, if you are under the age of 21, operating a vehicle after illegally consuming alcohol will be a separate offense punishable by a fine of up to $500 and a six month driver's license forfeiture. This is a new offense, not a DUI offense. You may be charged with this offense if your alcohol content is at least 0.02%, but less than 0.08%.

Legally, this means that a blood alcohol content of .02 percent, the equivalent of one beer, one wine cooler or one shot of alcohol, should be enough to trigger the drunk driving penalties for those under 21.

Note, that if you are driving with an alcohol content of 0.08% or higher, even if you are under age 21, you will not be charged with violating the zero tolerance law; rather you will be charged with DUI and the penalties and license suspension provisions applicable to DUI will be applicable (unless you are under age 18, in which case the license denial provisions of the Virginia Use and Lose Law* will be applicable to a DUI charge; the use and lose law does not apply to the new zero tolerance offense.)

What Is Zero Tolerance?

It is illegal in every state for persons under the age of 21 to purchase and publicly possess alcoholic beverages. A zero tolerance law makes it illegal *per se* (in and of itself) for persons under the age of 21 to drive with any measurable amount of alcohol in their blood. As of June 1997, 46 states and the District of Columbia have established lower blood alcohol concentration (BAC) levels for youthful drivers.

Why are Zero Tolerance Laws Needed?

The alcohol involvement rate for young drivers, based on the total licensed driver population, is twice that of the over 21 age driver. The relative risk of a fatal crash for drivers under 21 is greater at lower alcohol levels than it is for older drivers.

Teenagers drink and drive differently than adults. Teens are more likely to binge drink and to take risks and less likely to use safety belts. They are more likely to underestimate the dangers in hazardous situations. Alcohol is a significant factor in fatal crashes involving teenagers. Young drivers are less likely than adults to drive after drinking, but their crash risks are much higher when they do.

Young drivers place a high value on their driver's licenses, and the threat of revocation has proved to be an effective sanction for this age group.

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Questions from 13 to 17 year olds concerning driving under the influence of alcohol or other drugs

Q. If I've been driving a car and have been drinking or taking drugs, what can I be charged with?

A. You can be charged with driving under the influence, refusal to take a blood test, and/or possession. Depending upon what you're charged with, you can be put in jail or placed in a holding area before being released to the custody of your parents.

Q. If you are under 18 and are pulled over by a policeman, obviously under the influence of alcohol, but your Blood Alcohol Content is under 0.08% (one eighth of one percent), can you be charged?

A. Yes, the officer can charge you with driving under the influence even if your blood alcohol content is below 0.08% and that is true whether or not you are a minor. It will then be up to the courts to decide if there is sufficient evidence to prove that you were under the influence of alcohol and /or other drugs.

Q. Does the punishment for driving under the influence result only when alcohol is involved?

A. No, impairment caused by the use of other drugs or by a combination of drugs and alcohol will also lead to suspension of your license for one year, or until you reach 17, whichever period is longer.

Q. What is the penalty given for driving under the influence for those 18 or older?

A. DUI is a Class 1 misdemeanor for those 18 or older. The offense is punishable by up to 12 months in jail and/or up to a $1,000 fine (Section 18.2-270) (This is the same punishment for those 21 and over as well.) In addition, the court can suspend the offender's driving privileges for 6 months (Section 18.2-271).

Q. Will these offenses remain on my permanent record?

A. Yes, but the files will be available only to Virginia law enforcement agencies, Commonwealth Attorneys, and the courts, except that if you do not satisfy all conditions set by the court, then the court will enter judgement on its finding of guilt and the record will become available to others.

FAST FACTS

What are the costs of a DUI Conviction?

- Fine of up to $2,500 plus court costs
- If referred to VASAP (Virginia Alcohol Safety Action Program) $300
- Possible jail sentence of up to one year
- License reinstatement fee: $75.00
- Many insurers will cancel your policy if you are convicted of DUI. If not canceled, your rates will increase by at least $1,000 per year.
- Time lost from work for arrest, court and possible VASAP referral of jail time
- Attorney's fees
- Loss of license for one year (first offense) or restricted license

Questions from Parents

Q. Will the suspension of my child's license for driving under the influence affect my insurance rates?

A. According to the statute, your child's loss of license is not information that is available to insurance companies. It is only available to Virginia law enforcement agencies, Commonwealth Attorneys, and the courts. Therefore, it should not have any effect on your rates during the time of the suspension, or afterwards. However, if the court enters a judgement of guilt against your child, as is required if the child fails to satisfy all conditions established by the court, then the adjudication becomes part of the child's record available to insurance companies.

Q. What can I do if I know my child habitually drinks or takes drugs and then drives, but I've done everything I can to try and stop him/her?

A. As the parent of a minor (age 17 and younger), you can write to the Department of Motor Vehicles and request that your child's license be cancelled. DMV will cancel your child's license until the age of 18 or until you again give permission for your child to be licensed. (Section 46.2-334).

A Drink Is A Drink Is A Drink

Volume	12oz.	5oz.	1 1/3oz.
Percent Alcohol	4.5%	11%	40%
Amount Alcohol	.54oz.	.55oz.	.53oz.

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PARENTS IN CONTROL

What lies behind us and what lies before us are tiny matters compared to what lies within us.
-Oliver Wendell Holmes

According to young people, the prevailing misuse of drugs is attributable to:

- widespread access to a variety of drugs. Because the family medicine chest may be a source of misused drugs, parents are urged to maintain only a necessary supply of prescribed drugs.
- peer pressure that compel young persons to conform socially. Students, for example, are generally introduced to marijuana not by outsiders but by friends or classmates.
- the expectation of immediate gratification.
- a search for altered perception and unusual experiences.
- parental examples of smoking and drinking.

PARENTS

IT IS YOUR JOB TO FIGHT ALCOHOL AND OTHER DRUG ABUSE!

•SET A GOOD EXAMPLE
•LEARN ABOUT DRUGS
•TAKE ACTION

Remember, if your child is using alcohol and other drugs, he or she needs your help. Don't be afraid to be a strong parent! Nevertheless, the problem could become too much for you to handle alone. Don't hesitate to seek professional help, such as counseling, a support group or a treatment program. All parents have the ability to change their child's life for the better. "Take charge of the situation!" Go the distance.

THE FIVE BASIC A'S OF PREVENTION...

•Be *Aware*...Of their Attitudes
•Be *Alert*...To their Environment
•Be *Around*...Their Activities
•Be *Assertive*...In Your Parenting
•Be *Awake*...When They Come Home

Source: Dateline DREAM
February/March 1997, P. 13

TEN RULES SCHOOL DOES NOT TEACH

1. Life is not fair. Get used to it. The average teen-ager uses the phrase "It's not fair" 86 times a day.
2. The real world won't care as much about your self-esteem as your school does. This may come as a shock.
3. Sorry, you won't make $40,000 a year right out of high school. And you won't be a vice president or have a car phone either. You may even have to wear a uniform that doesn't have a designer label.
4. If you think your teacher is tough, wait until you get a boss.
5. Flipping burgers is not beneath your dignity. Your grandparents had a different word for burger flipping. They called it opportunity.
6. It's not your parents' fault if you mess up. You're responsible. This is the flip side of "It's my life" and "You're not the boss."
7. Before you were born, your parents weren't boring. They got that way paying your bills and listening to you.
8. Life is not divided into semesters. And you don't get summers off. Not even spring break. You are expected to show up every day for eight hours, and you don't get a new life every 10 weeks.
9. Smoking does not make you look cool. Watch an 11-year old with a butt in his mouth. That's what you look like to anyone over 20.
10. Your school may be "outcome-based," but life isn't. In some schools, you're given as many times as you want to get the answer right. Standards are set low enough so everyone can meet them. This, of course, bears not the slightest resemblance to anything in real life - as you will find out.

Good luck. You are going to need it. The harder you work, the luckier you will get.

Reprinted from Ann Landers Column

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Children At Risk Today

Wishes to thank the
staff and management of W.F. of R., Inc.
For sponsoring this edition of VOICE
Let's all join together to fight
underage drinking and
it's serious consequences!

For additional information
please call C.A.R.T. 804-378-7752.
Your donations are tax deductible.

VOICE

Children At Risk Today (C.A.R.T.)
Safe and Sober Youth (SASY)

VOICE is a quarterly newsletter of Children At Risk Today, a public/private coalition fighting youth involvement with alcohol and other drugs, crime and violence in our community.

Children At Risk Today • 14006 Steeplestone Drive • Suite A
Midlothian, Virginia 23113 • (804) 378-7752

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Children At Risk Today
14006 Steeplestone Drive, Suite A
Midlothian, VA 23113

HELP-WE NEED YOUR SUPPORT! Your financial donations are important.

Children At Risk Today (CART) has been helping Richmond area youth and their families since 1990 with the help of donations from supporters like yourself. Through their program Safe and Sober Youth, SASY, they completed a needs assessment of area parents, youth, courts and law officials to help determine what was needed to fight underage drinking in the Richmond area. CART will be involved in the following programs for 1997. If you or anyone you know can benefit from our programs or would like to join the CART board or the SASY board, please give us a call at (804)378-7752.

Provide inspirational and motivational youth speakers for area high schools • Provide scholarships to therapeutic wilderness programs for youth at risk • Develop P.A.R.T.Y. (Parenting At Risk Teens and Youth) a support group for parents that are experiencing difficulty with their children • Promote alcohol free activities for youth • Educate youth, parents, and the community about the dangers of underage drinking and its serious consequences • Reduce access to alcohol through encouraged enforcement of underage drinking laws • Provide speakers for parent and civic organizations • Provide information on area programs already in place that help youth and their families • Coordinate activities with other youth support organizations to enhance all programs.

Name: _____

Address: _____

City/State/Zip: _____

Telephone: _____

Please tear off and send this form in with your contribution. Mail to: C.A.R.T. 14006 Steeplestone Drive, Suite A, Midlothian, Virginia 23113.
C.A.R.T. is a 501 (c)(3) organization to which contributions may be deducted on federal and state tax returns.

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COALITION NEWS

A publication of
THE COALITION FOR A DRUG-FREE TIPPECANOE COUNTY
P.O. Box 6223, Lafayette, IN 47903
Office Location: 100 Sawmill Road, Suite 3300 (Grauel Enterprises Building)
Phone: 765-471-9916
Email: drugfree@dcwi.com
NOVEMER 1999

In This Issue:

- T-FUD Update
- Safe Communities Grant
- Committee Updates

Executive Director:
Jennifer Bushore
Phone: 471-9916

Officers:
Chair - Sally McIntire
Vice Chair - Mike Gonzales
Treasurer - Jerry Shipp
Secretary - Barb Pipher-Doran

Committees:
Advocacy/Legislative
Executive
Membership
Oversight
Public Relations

Programs:
Awarding Grants
Drug-Free New Year's Eve
Red Ribbon Week
Task Force on Underage Drinking

If you are interested in serving on a committee, please contact Jennifer at the Coalition office, 471-9916.

RED RIBBON WEEK

Another Red Ribbon Week has come and gone. All events were well attended, and the committee did a great job of planning these activities. Our chairperson Nancy Maylath did a great job of bringing the committee together and staying on top of all of the details. The committee members included Ron Fosnaugh, Sally McIntire, Smokey Anderson, Mike Francis, Kathy Coder, Sharon McNeany, Cathy Campbell, Lisa Tetzloff, John Maylath, Mary Ella King, Betty Memmer, Sandy Shoemaker, and Jennifer Bushore. All of the committee member's efforts are greatly appreciated.

The Red Ribbon Week committee would like to thank the Honorary Chairpersons: Gene Keady, Kristy Curry, Dan Ross, Cathy Wright-Eger, Robert Klatte, and Joe Tiller for their time. Also, thank you goes to Mike Piggott, our Master of Ceremonies, and local officials who proclaimed October 16-25, 1999 Red Ribbon Week: Mayor Sonya Magerum, Mayor Dave Heath, County Commissioner John Knochel, and Purdue University Dean of Students Tony Hawkins. We appreciate the resources our major sponsors provided for the Kick-Off Breakfast. This year our sponsors included Arnett Clinic, Charter Lafayette Behaviorial Health System, Wabash Valley Hospital, Van's Catering Services & The Trails, and Haywood Printing. The committee would also like to thank Patrick Wanzer for his presentations to the Middle Schools and the workshop he conducted for Middle School and High School students.

DATES TO REMEMBER

November 3	Monthly Coalition Meeting at 4 PM at Grauel Enterprises, 100 Sawmill Road
November 18	T-FUD meeting 1:30 PM at Grauel Enterprises, 100 Sawmill Road
December 1	Monthly Coalition Meeting (Officer Elections) 4 PM at Grauel Enterprises, 100 Sawmill Road
December 31	Drug-Free New Year's Eve 7-11 PM at Central Catholic

EXECUTIVE COMMITTEE

The Executive Committee met on October 22. The meeting focused on the money remaining from the last grant cycle. The Executive Committee was given the authority to decide how much money should be appropriated to local schools for drug prevention activities. The Executive Committee would like to request more money for an event that they are planning. Area middle schools will be offered $250 for drug prevention activities. The Executive Committee discussed the administrative needs of the Coalition and will request that $1360 be added to the Coalition's administrative budget. This money will be used to buy new Fatal Vision Goggles, display board materials and office supplies. At the next Coalition meeting, we will discuss the money remaining for grants.

TASK FORCE ON UNDERAGE DRINKING

The meetings of T-FUD met on October 12. The committees provided reports on the meetings that they have held. The Law Enforcement committee met with local restaurants, grocery stores, bars and liquor stores to discuss issues related to access of alcohol to people who are underage. The Education committee is working on getting a survey on use of alcohol to local high schools. The Public Policy committee will meet to discuss legislation that will be worth standing behind in the next legislative session. The Community committee is working to get parents involved. At this time, it is unknown if the grant will be available for us to hire a coordinator for T-FUD. If you are interested in getting involved, please call Jennifer at 471-9916.

SAFE COMMUNITIES

Jennifer is working on a grant through the Governor's Council on Impaired and Dangerous Driving. This grant would hire a coordinator and establish a Task Force for a Safe Community. The purpose of this grant is to establish a database on injuries that occur in Tippecanoe County. This database will be used to determine how the majority of injuries occur and then make a plan to prevent these injuries. Tippecanoe County is one of the targeted communities for this project. The grant should be completed in the next few

Do you just belong?

Are you an active member? The kind that would be missed or are you contented that your name is on the list? Do you attend meetings and mingle with the flock? Or do you stay at home and criticize and knock? Do you take an active part to help the world along? Or are you satisfied to be the kind who just belongs? Do you work on a committee to see there is no trick? Or leave the work to just a few and talk about a clique? Do you come to meetings often an help with hand and head? Don't just be a member but take an active part instead! Think this over, and remember do you know how to ring the gong? Are you an active member, or do you just belong?

Author Unknown Submitted by Sally McIntire

It takes all of us to make Tippecanoe County drug-free!

NEXT MEETING Wednesday, November 3
4 PM at Grauel Enterprises Building

PILOT PROJECTS

Cities, counties and neighborhoods across America are confronting the problem of underage drinking and its consequences. As the professional organization representing the chief highway safety officers from each state, the District of Columbia and the U.S. territories, the National Association of Governors' Highway Safety Representatives (NAGHSR) is committed to helping reduce illegal underage alcohol consumption and curb the terrible toll underage drinking takes on our society.

Underage Drinking Pilot Project

In March 1995, NAGHSR launched a pilot project on underage drinking funded by the National Highway Traffic Safety Administration (NHTSA). The pilot assisted five communities in developing and implementing comprehensive underage drinking prevention programs based on a model initiated in the Washington, D.C. area in 1992 at the direction of the U.S. Congress.

The five NAGHSR pilot sites included Chesterfield County, VA; Travis County (Austin), TX; Omaha, NE; Detroit, MI and Salt Lake City, UT. In the first year, the project focused on developing broad-based community coalitions and helping those coalitions undertake an extensive needs assessment regarding the nature, extent and consequences of underage drinking in their communities.

Based on the information obtained during the needs assessment process, each site developed a comprehensive strategic plan that was implemented in subsequent years. The strategic plans included goals and objectives that were directly related to specific problems identified in the needs assessment. The objectives were specific and measurable so that progress could be tracked over time.

Each of the communities demonstrated success and four of the five programs continue to operate. The Travis County Underage Drinking Prevention Project in Austin, TX was nominated for a national award by the state's highway safety office and the Safe and Sober Youth Project in Chesterfield County, VA continues to expand its operations and activities to other counties. Project Extra Mile in Omaha, NE and Save Our Youth in Salt Lake City, UT are actively involved in underage drinking efforts funded through the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Project Extra Mile has received extensive media coverage and was the recipient of a 1999 Award from the National Commission Against Drunk Driving. The programs have succeeded in building awareness of the problem in their communities, mobilizing key members of the community to take action and changing policies, procedures and laws that directly relate to underage drinking.

Rapid Response Team

To build on the success of the demonstration projects, NAGHSR and NHTSA decided in March 1998 to pilot test another approach to providing technical assistance to communities working to prevent underage drinking. The revised concept involved intense, short-term assistance to communities provided by a team of nationally recognized experts. State highway safety offices were invited to nominate communities to receive the technical assistance and NAGHSR and NHTSA chose six sites in various states. The "on-site" intensive technical assistance was christened the "Rapid Response Team." The team provided technical assistance for coalitions, which already existed, but were having difficulty designing and implementing underage drinking prevention programs. Assistance by the Rapid Response Team gave each site a "jump start" in developing or strengthening comprehensive, needs-based underage drinking prevention programs.

PILOT PROJECTS (continued)

The six communities selected to participate in the pilot, which was conducted from March 1998 to September 30, 1999, included Rio Arriba County, NM; Tippecanoe County, IN; Oswego County, NY; Hermantown, MN; Lenoir County, NC, and Prince George's County, MD. Each of the six communities received the following:

- Assistance in completing a self-assessment to determine the nature and extent of the underage drinking problem in their community.
- A three-day site visit by the team of nationally recognized experts, who worked with local advocates and officials to guide them in developing a comprehensive program. Members of the team included experts in:
  - Coalition building, needs assessments and strategic planning
  - Enforcement and adjudication
  - Community development
  - Youth programs and school-based prevention
  - Public Policy
  - Media Relations
- Additional technical assistance was provided for three months from the team by phone, fax and e-mail.

NAGHSR also led the first phase of technical assistance for the Department of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP) nationwide program, Enforcing Underage Drinking Laws. In this effort, the NAGHSR team reviewed the underage drinking prevention plans for all 50 states and the District of Columbia and provided training for forty-eight states and the District of Columbia. The NAGHSR *Community How To Guides on Underage Drinking Prevention* contain information gleaned from the experience of the Washington, D.C., area model (the Washington Regional Alcohol Program and Drawing the Line on Underage Alcohol Use), the eleven sites in the two NAGHSR pilot projects, and the OJJDP technical assistance.

ACKNOWLEDGEMENTS

The National Association of Governors' Highway Safety Representatives (NAGHSR) and the National Highway Traffic Safety Administration (NHTSA) wishes to thank the leaders in the NAGHSR underage drinking pilot sites and the rapid response pilot sites for their leadership and enthusiasm to address underage drinking within their communities.

The personnel involved in the first pilot effort include the following: Diane Riibe of Project Extra Mile in Omaha, Nebraska; Pat Farris, former Executive Director of Children At Risk Today in Chesterfield County, Virginia; Gloria Souhami of the Travis County Underage Drinking Prevention Project in Austin, Texas; Cherilynn Uden of Save Our Youth in Salt Lake City, Utah and Alma Gale, with the Bureau of Substance Abuse in Detroit, Michigan.

PILOT PROJECTS (continued)

The pilot of the rapid response initiative involved the following individuals: Juan Roybal of the DWI Prevention Council in Rio Arriba County, New Mexico; Sally McIntire and Debbie Lowe of the Coalition for a Drug-Free Tippecanoe County in Layfayette, IN; Jane Murphy, Karen Hoffman and Barbara Canale of Take Charge Coalition in Oswego, New York; Barbara LaRoque of the Lenoir County Initiative to Reduce Underage Drinking, Kinston, North Carolina; Chris Olafson and Dave Thompson of the Learners At Risk Committee in Hermantown, Minnesota, and Dana Gigliotti of the Prince George's Highway Safety Task Force in Prince George's County, Maryland.

The success of the rapid response pilot was due to the involvement of the team of experts who provided valuable assistance and expertise. Individuals who participated as part of the Rapid Response Team included Marie Bishop, former Governor's Highway Safety Representative in Idaho; Jim Copple, National Crime Prevention Council; Johnnetta Davis, Pacific Institute for Research and Evaluation; Captain Tom Didone, Montgomery County, Maryland Police Department; Nancy Chase Garcia, Garcia Consulting (formerly with Center for Substance Abuse Prevention); Andrew Hill, Higher Education Center for Alcohol and Other Drug Prevention; Officer William Morrison, Montgomery County, Maryland Police Department; Pat Nechodom, University of Utah; Nancy Rea, Drawing the Line on Underage Alcohol Use, Montgomery County, Maryland; Judy Robinson, Higher Education Center for Alcohol and Other Drug Prevention; Mary Ann Solberg, Troy

Community Coalition; Ed Virant, Omaha Public Schools, and Lt. Dick Yost, Phoenix, Arizona Police Department.

Thanks also goes to the many individuals, coalitions and organizations whose ongoing dedication to reducing underage drinking provided an opportunity to test the validity of NAGHSR's comprehensive approach. Their ideas, enthusiasm and commitment demonstrate there is a willingness across this nation to tackle the problem of underage drinking.

RESOURCES CITED IN COMMUNITY HOW TO GUIDE

Bureau of Substance Abuse
Detroit Department of Health
Dr. Amos Aduroga
1151 Taylor, Building 1
Detroit, MI 48202
313-876-4786
Fax: 313-876-0778

Drawing the Line on Underage Alcohol Use
Department of Family Resources
Montgomery County Government
8630 Fenton Street, 10th Floor
Silver Spring, MD 20910
240-777-1123
Fax: 240-777-3054
Web site: http://www.co.mo.md.us/services/hhs/pubhlth/dtl/dtl.html
E-mail: nancy.rea@co.mo.md.us

Join Together
"Effective Community Leaders: Traits and Challenges"
Join Together to Reduce Substance Abuse, Fall 1999, Volume 3, Number 1
441 Stuart Street
Boston, MA 02116
617-437-1500
Fax: 617-437-9394
Web site: http://www.jointogether.org

Mothers Against Drunk Driving (MADD)
511 East John Carpenter Freeway, Suite 700
Irving, TX 75062
214- 744-6233
800-GET-MADD
Web site: http://www.madd.org

National Highway Traffic Safety Administration
400 Seventh St., SW
Washington, D.C. 20590
202-366-9588
Fax: 202-366-2766
Web site: http://www.nhtsa.dot.gov

Project Extra Mile
Executive Director
302 South 36th Street, Suite 214
Omaha, NE 68131
402-345-5000
Fax: 402-231-4307
E-mail: driibe@alltel.net

Remove Intoxicated Drivers (RID)
P.O. Box 520
Schenectady, NY 12301
518-372-0034
Fax: 518-370-4917
Web site: http://www.crisny.org/not-for-profit/rid

Save Our Youth Coalition
Office of Highway Safety
Department of Public Safety
5263 South 300 West, Suite 202
Salt Lake City, UT 84107
801-293-2682
Fax: 801-293-2497
E-mail: pshs.jdame@state.ut.us

Students Against Destructive Decisions (SADD)
P.O. Box 800
Marlboro, MA 01752
508-481-3568
Fax: 508-481-5759
Products: 800-886-2972
Web site: http://www.nat-sadd.org

Travis County Underage Drinking Prevention Project
Project Coordinator
P.O. Box 1748
Austin, TX 78767
512-473-4229
Fax: 512-473-9316
E-mail: gloria.souhami@co.travis.tx.us

Community How To Guide On...COALITION BUILDING RESOURCE LISTING

Youth On Board
P.O. Box 440322
Somerville, MA 02144
617-623-9900
E-mail: youthboard@aol.com

OTHER COALITION BUILDING RESOURCES

Community Anti-Drug Coalitions of America (CADCA)
901 N. Pitt St., Suite 300
Alexandria, VA 22314
703-706-0560
Fax: 703-706-0565
Web site: http://www.cadca.org

CADCA is a national organization of coalitions dedicated to substance abuse prevention. CADCA offers training and resource materials, including a series of "Strategizers" for coalitions.

Leonard Communications
Trina Leonard
15713 Cherry Blossom Lane
North Potomac, MD 20878
301-948-4879
Fax: 301-948-3736
E-mail: trina@erols.com

National Association for Community Leadership
200 South Meridian Street, Suite 250
Indianapolis, IN 46215
317-637-7408
Fax: 317-637-7413
Web site: http://www.communityleadership.org

The National Association for Community Leadership is a non-profit organization, founded in 1979, dedicated to nurturing leadership in communities throughout the United States and internationally. Their mission is to strengthen and transform communities by enhancing the capacity of inclusive, community leadership development efforts.

PMB Communications
Pam Beer
1114 North Illinois Street
Arlington, VA 22205
703-237-5532
Fax: 703-237-8831
E-mail: PMBEER@worldnet.att.net

Safe Communities Service Center
c/o NHTSA Region VI
819 Taylor Street, Room 8A38
Fort Worth, TX 76102
817-978-3653
Fax: 817-978-8339
E-mail: Safe.Communities@nhtsa.dot.gov
Web site: http://www.nhtsa.dot.gov/safecommunities

The Safe Communities Service Center is designed to be an informational resource and technical assistance enterprise to advance Safe Communities nationwide.

The Center monitors and tracks activities being conducted by the U.S. Department of Transportation and the National Highway Traffic Safety Administration (NHTSA), as well as other federal, state and local partners. The Center also catalogs information, resources and materials to community coalitions directly to providers who can service their specific needs. The Center is continually identifying a national network of Safe Community practitioners, marketing best practices, facilitating new partnerships, promoting citizen involvement, evaluating campaign progress, and initiating a number of other handy and helpful ways to build Safe Communities.

Support Centers of America
706 Mission Street, Fifth Floor
San Francisco, CA 94103-3113
415-541-9000
Workshop Info: 415-541-9197
Fax: 415-541-7708
Web site: http://www.supportcenter.org

The Support Center/NDC is a consulting and training organization, which conducts workshops, publications, and special management programs. The Center assists non-profits in utilizing the best management tools and concepts to help them best serve their communities.

PUBLICATIONS

Best Practices of Effective Non-Profit Organizations: A Practitioner's Guide
79 Fifth Avenue
New York, NY 10003-3076
212-620-4230
Web site: http://www.fdncenter.org

Topics include defining purposes and goals, adhering to missions, obtaining and retaining high quality volunteers and staff, creating comprehensive financing plans, responding to change by adjusting services and operations, evaluating services to assess effectiveness, and communicating goals both internally and externally.

Commitment, Communication, Cooperation: Traffic Safety and Public Health Working Together to Prevent Traffic Injury
400 Seventh St., SW
Washington, D.C. 20590
202-366-6616 or 202-366-9588
Web site: http://www.nhtsa.dot.gov

This publication is designed to help traffic safety professionals form injury prevention partnerships. It encourages collaboration between traffic safety and public health communities, and suggests program ideas for the federal, regional, state and local levels. Nine extensive appendices include prevention objectives, state highway offices, passenger laws, reading suggestions and a glossary.

The Future Is Ours: A Handbook for Student Activists in the 21st Century
Edited by John W. Bartlett
Henry Holt and Company, Inc.
115 West 18th Street
New York, NY 10011
212-886-9200
Fax: 212-633-0748
Web site: http://hholt.com

This book, aimed at people in their 20s, recounts the personal experiences of fledging activists and includes a chapter on how to procure grants for grassroots groups. It offers a step-by-step guide to starting an organization which works for social change, covering meetings, budgets, demonstrations, lobbying and using the press and the Internet.

Handbook of Budgeting for Nonprofit Organizations
by Jae K. Shim, Joe G. Siegel and Abraham J. Simon
Prentice Hall
One Lake Street
Upper Saddle River NJ 07458
800-643-5506
Fax: 800-835-5327
Web site: http://www.prehall.com

This book shows how to create, maintain and judge an organization's budget and how to

make sure it conforms to guidelines recommended by the Financial Accounting Standards Board. It includes a disk to be used with Lotus 1-2-3 to develop model spreadsheet programs.

How to Build a More Effective Board
By Thomas P. Holland
National Center for Non-Profit Boards
1828 L Street, NW, Suite 900
Washington, DC 20036-5104
202-452-6262 or 800-883-6262
Fax: 202-452-6299
Web site: http://www.ncnb.org

This booklet analyzes the characteristics of effective boards and suggests ways for every board to improve its performance.

Six Keys to Recruiting, Orienting and Involving Nonprofit Board Members
by Judith Grummon Nelson
National Center for Non-Profit Boards
1828 L Street, NW, Suite 900
Washington, DC 20036-5104
202-452-6262 or 800-883-6262
Fax: 202-452-6299
Web site: http://www.ncnb.org

This publication helps boards assess the strengths and weaknesses of their members, identify and cultivate prospective trustees, and recruit and involve qualified and committed new members. It includes sample recruitment forms, letters and checklists. Documents are on disk in Microsoft Word (for Windows), WordPerfect (for DOS), and as generic text files.

"Strategies" - Join Together
441 Stuart Street
Boston, MA 02116
617-437-1500
Fax: 617-437-9394
Web site: http://www.jointogether.org

The newsletter includes stories about successful prevention efforts around the country and resources for coalitions.

Ten Basic Responsibilities of Nonprofit Boards
By Richard T. Ingram
National Center for Non-Profit Boards
1828 L Street, NW, Suite 900
Washington, DC 20036-5104
202-452-6262 or 800-883-6262
Fax: 202-452-6299
Web site: http://www.ncnb.org

This critical primer for board members covers the most fundamental responsibilities of non-profit boards. Includes an orientation for new board members, a refresher course for more experienced leaders, preparation for a planning or self-assessment retreat, a recruiting tool to share with prospective board members, and a referencve for chief executives and other staff.

Welcome to the Board
By Fisher Howe
Jossey-Bass Publishers
350 Sansome Street
San Francisco, CA 94104
888-378-2537 or 800-956-7739
Web site: http://www.josseybass.com

This guide to effective participation provides both active and prospective board members with guidance and basic nuts-and-bolts information about board membership. It also answers the most common questions and concerns of prospective board members, outlines the key areas of responsibility, and details the rights, obligations and liabilities of nonprofit board members.

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March 2001

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